

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

01

II

25X1

OBJECTIVE: IMPLEMENT BY THE END OF FY75 A PROGRAM  
OF RESEARCH AND STUDY OF THE INTELLIGENCE  
PROCESS; INTRODUCE A NEW FORMAT FOR THE  
DISCUSSION OF IMPORTANT SUBSTANTIVE AND  
PROCEDURAL ISSUES IN INTELLIGENCE.

FISCAL YEAR : 1975  
EST. MAN YEARS: 2.3  
EST. DOLLARS : \$45000  
TARGET DATE : 30 JUNE 1975  
ACTION OFFICER: CHIEF I.I.

STATUS JUL-AUG <  
STATUS SEP-OCT <  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SELECT THE CHIEF RESEARCH & STUDIES PROGRAM.

DEC

2. REVISE THE MILESTONES SUPPORTING THE RESEARCH & STUDIES PROG.

JAN

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

02

DIV

FTD

25X1

OBJECTIVE:

PROVIDE AN MBO TRAINING PROGRAM FOR AGENCY MANAGERS DURING FY 75.

FISCAL YEAR : 1975

EST. MAN YEARS: .5

EST. DOLLARS : \$12500

TARGET DATE : 30 JUNE 1975

ACTION OFFICER: CHIEF FTD

STATUS

STATUS

STATUS

STATUS

STATUS

STATUS

JUL-AUG <

SEP-OCT =

NOV-DEC

JAN-FEB

MAR-APR

MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SELECT AND CLEAR AN MBO CONSULTANT.

JAN

2. CONDUCT A PROBLEM SOLVING SEMINAR TO IDENTIFY DCI EXPECTATIONS;

DIRECTORATE MBO PRACTICES AND TO IDENTIFY TRAINING NEEDS.

FEB

3. ANALYZE RESULTS OF SEMINAR.

MAR

4. DESIGN IF REQUIRED NEW MBO TRAINING IN RESPONSE TO NEEDS SURFACED

IN MILESTONES #2 & #3.

APR

5. CONDUCT RESULTANT MBO TRAINING PROGRAM.

MAY

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
03

DIV  
PDS (C.C.)

25X1

OBJECTIVE: COMPLETE BY THE END OF FY 75 THE SYSTEMATIC REVIEW  
OF OTR CURRICULUM AND PREPARE RECOMMENDATIONS  
FOR NEEDED CHANGES.

FISCAL YEAR : 1975  
EST. MAN YEARS: .25  
EST. DOLLARS : \$10000  
TARGET DATE : JUNE 1975  
ACTION OFFICER: CHIEF PDS

STATUS	JUL-AUG =
STATUS	SEP-OCT =
STATUS	NOV-DEC
STATUS	JAN-FEB
STATUS	MAR-APR
STATUS	MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE REVIEW OF 50% OF OTR TRAINING PROGRAMS.

2. COMPLETE REVIEW OF 100% OF OTR TRAINING PROGRAMS.

OCT

STAT 3. CURRICULUM COM. MEETING  TO DEVELOP PRELIMINARY RECOMMENDATIONS

NOV

4. COMPLETE RECOMMENDATIONS TO DTR.

DEC

OFFICE OF TRAINING ACTION PLAN

SUBJECTIVE NO.

DCI

DD

OFFICE

04

DIV

PDS

25X11

OBJECTIVE: USING THE OTR COURSE COST MODEL DEVELOPED IN  
FY 74 PREPARE COST EVALUATIONS ON ALL COURSES OFFERED  
BY OTR UNITS BY THE END OF FY 75.

FISCAL YEAR : 1975

EST. MAN YEARS: .5

EST. DOLLARS : \$15000

TARGET DATE : MAY 1975

ACTION OFFICER: CHIEF PDS

STATUS

JUL-AUG =

STATUS

SEP-OCT =

STATUS

NOV-DEC

STATUS

JAN-FEB

STATUS

MAR-APR

STATUS

MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. BRIEF INSTRUCTORS ON REVISED COST MODEL SHEETS

JUL

2. COLLECT COST MODEL SHEETS ON ALL OTR COURSES

DEC

3. COMPLETE COST EVALUATION OF ALL TRAINING ACTIVITIES

MAY

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
05

DIV  
PDS

25X1

OBJECTIVE: ESTABLISH A MEDIA CENTER IN HEADQUARTERS BUILDING BY THE END  
OF FY 75 TO PROVIDE FACILITIES FOR THE SELF-STUDY PROGRAM  
THE UNIVERSITY OF MARYLAND INSTRUCTIONAL TV NETWORK PROGRAMS;  
THE LANGUAGE LABORATORY; THE OJCS SELF STUDY PROGRAM; AND  
RELATED PROGRAMS

FISCAL YEAR : 1975  
EST. MAN YEARS: 1.25  
EST. DOLLARS : 6000  
TARGET DATE : JUN 1975  
ACTION OFFICER: CHIEF PDS

STATUS JUL-AUG =  
STATUS SEP-OCT +  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SECURE DD/M&S APPROVAL.

JUL

2. COMMO SECURITY APPROVAL OF ELECTRONIC INSTALLATION.

JUL

3. SUBJECT TO APPROVAL & SPACE; DEVELOP FLOOR PLAN & ORDER EQUIPMENT.

SEP

4. PUBLICIZE UNIVERSITY OF MARYLAND PROGRAM.

JUN

5. SELECT TECHNICIAN/LAB SUPERVISOR.

SEP

6. PUBLICIZE CENTER.

JAN

7. FULLY OPERATIONAL.

JAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
06

DIV  
LLC

25X1

OBJECTIVE: AS PART OF LANG DEV PROG ANALYZE OPERATING COMPONENTS  
NEED FOR FILLING LANGUAGE DESIGNATED POSITIONS WITH  
LANGUAGE QUALIFIED PERSONNEL; ADVISE THEM OF ADDITIONAL  
SKILLS NEEDED TO BE ACQUIRED THROUGH RECRUITMENT/TRAINING;  
EMPHASIS ON DDO FIELD POSITIONS

FISCAL YEAR : 1975  
EST. MAN YEARS: 1.2  
EST. DOLLARS : 17000  
TARGET DATE : 31 DEC 1974  
ACTION OFFICER: CHIEF LLC

STATUS JUL-AUG =  
STATUS SEP-OCT =  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE STUDY OF [REDACTED] CHINESE SKILLS

25X1

JUL

2. COMPLETE STUDY [REDACTED]

25X1

AUG

3. COMPLETE STUDY OF VIETNAMESE THAI LAO SKILLS

AUG

4. COMPLETE STUDY OF PORTUGUESE AND ITALIAN SKILLS

SEP

5. COMPLETE STUDY OF GERMAN SKILLS

OCT

6. COMPLETE STUDY OF FRENCH SKILLS

NOV

7. COMPLETE STUDY OF SPANISH SKILLS

DEC

OBJECTIVE NO.  
DCI

DD

OFFICE  
07DIV  
PDS

25X1

OBJECTIVE: BY END OF 1975 ESTABLISH SYSTEMATIC PLAN FOR COLLECTION  
OF DATA RESULTING IN ESTABLISHMENT OF A DATA BASE  
FOR TABULATING TRENDS; CALCULATING REQUIREMENTS;  
MAINTAINING HISTORY; AND REPORTING CURRENT STATUS.

FISCAL YEAR : 1975  
EST. MAN YEARS: .5  
EST. DOLLARS : 15000  
TARGET DATE : 30 APRIL 1975  
ACTION OFFICER: CHIEF PDS

STATUS JUL-AUG =  
STATUS SEP-OCT <  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

## 1. IDENTIFY MAJOR OUTPUTS

JUL

## 2. IDENTIFY DATA SOURCES

SEP

## 3. DEVELOP PRELIMINARY DESIGN

OCT

## 4. IDENTIFY DESIGN MODULES; ESTABLISH IMPLEMENTATION PRIORITIES

NOV

## 5. STATE COMPUTER PROCESSING REQUESTS TO OJCS

DEC

## 6. COMPLETE FINAL DESIGN FOR PRIORITY MODULES

JAN

## 7. CONDUCT ACCEPTANCE TESTS

MAR

## 8. IMPLEMENT SYSTEMS

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

08

SRS

25X1

OBJECTIVE: BY THE END OF FY 1975 REVIEW THE AGENCY  
TRAINING RECORD (ATR); TIME FRAMES FOR INPUT/  
OUTPUT; AND PRESENT DESIGN; TO MAKE IT MORE  
RESPONSIVE TO REQUIREMENTS.

FISCAL YEAR : 1976  
EST. MAN YEARS: .20  
EST. DOLLARS : 3800  
TARGET DATE : 30 DEC 1975  
ACTION OFFICER: CHIEF R/G

STATUS JUL-AUG =  
STATUS SEP-OCT =  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. REVIEW ATR PROGRAMMING WITH OJCS PERSONNEL.

SEP

2. REVIEW OF PRESENT CODING PROCEDURES WITHIN RG.

OCT

3. REVIEW COMPONENT TRAINING INPUT WITH VIEW TOWARDS DECENTRALIZATION

SEP

4. REVIEW COURSES RETAINED IN MEMORY; RECOMMEND ADDITIONS/DELETIONS.

NOV

5. REVIEW: a) 7-YEAR CUT-OFF; b) 3-DAY DURATION INPUT; c) FEASIBILITY

OF CODING SELECTED EXTERNAL TRAINING PRIOR TO ACTUAL COMPLETION.

a&amp;c

b

6. DETERMINE PRESENT ATR REACTION TIME TO CUSTOMER REQUIREMENTS.

7. WORK TOARDS DIRECT DATA INPUT TO OJCS VIA ISTB TERMINALS.



DATE OF REPORT: /41111

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3  
OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

09

PDS

25X1

OBJECTIVE: BY END OF CY 1974 CONDUCT A THOROUGH REVIEW OF OTR  
PROFESSIONAL COMPETENCE AND DEVISE A LONG RANGE PLAN  
FOR ENSURING THAT OTR DEVELOPS AND REPLACES OR MAINTAINS  
CONTINUITY OF ITS PROFESSIONAL PERSONNEL REQUIREMENTS

FISCAL YEAR : 1975  
EST. MAN YEARS: .25  
EST. DOLLARS : \$8000  
TARGET DATE : 31 DEC 1974  
ACTION OFFICER: CHIEF PDS

STATUS	JUL-AUG =
STATUS	SEP-OCT =
STATUS	NOV-DEC
STATUS	JAN-FEB
STATUS	MAR-APR
STATUS	MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

1. DEVELOP LIST OF REQUIRED DATA.

2. COMPILATION OF DATA COMPLETED BY PB/TR.

AUG

3. PRELIMINARY RECOMMENDATIONS DISCUSSED W: C/SRS; DTR AND DDTR.

OCT

4. RECOMMENDATIONS TO DTR.

DEC

25X1

25X1

25X1

**Page Denied**

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
11

DIV  
PDS/

STAT

OBJECTIVE: BY THE END OF FY 75 CONDUCT A STUDY OF THE COST  
OF MAINTAINING THE

STAT

FISCAL YEAR : 1975  
EST. MAN YEARS: .25  
EST. DOLLARS : \$7000  
TARGET DATE : 30 JUNE 1975  
ACTION OFFICER: CHIEF PDS

STATUS	JUL-AUG =
STATUS	SEP-OCT =
STATUS	NOV-DEC
STATUS	JAN-FEB
STATUS	MAR-APR
STATUS	MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE THE COLLECTION OF COST DATA FOR SERVICES.

STAT

DEC

2. DEVELOP ESTIMATES OF COST OF CONDUCTING TRAINING AT HQS.

DEC

3. EVALUATE DTS CONTRACT POSITIONS WITH THE OFFICE OF PERSONNEL.

MAY

STAT 4. COMPLETE THE COST STUDY.

JUN

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

12

FTD

25X1

OBJECTIVE: BY THE END OF FY 75 IN CONJUNCTION WITH THE OFFICE  
OF FINANCE DEVELOP TUTORIAL SERVICES AND NORMAL  
COURSES OF INSTRUCTION IN FINANCE MANAGEMENT  
IMPROVEMENT

FISCAL YEAR : 1975

EST. MAN YEARS : 1.2

EST. DOLLARS : \$30000

TARGET DATE : 15 DEC.

ACTION OFFICER: CHIEF FTD

STATUS

JUL-AUG =

STATUS

SEP-OCT =

STATUS

NOV-DEC

STATUS

JAN-FEB

STATUS

MAR-APR

STATUS

MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. DEVELOP PROGRAM CONCEPT AND STRUCTURE.

AUG

2. DEVELOP COURSE DETAILS.

SEP

3. PILOT RUNNING OF SURVEY OF FINANCIAL MANAGEMENT.

SEP

4. PILOT RUNNING OF FUNDAMENTALS OF BUDGETING.

OCT

5. PILOT RUNNING OF ACCOUNTING CONTROL.

NOV

6. PILOT RUNNING OF APLIED FINANCIAL MANAGEMENT.

DEC

7. EVALUATION OF PILOT RUNNING OF TOTAL PROGRAM.

DEC

8. PUBLICIZE OTR'S FINANCIAL TUTORIAL CAPABILITY.

FEB

DATE OF REPORT: 741111

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

13

DIV

II

OBJECTIVE: BY THE END OF FY 75 DEVELOP AND RUN A NEW COURSE FOR  
DEPENDENTS OF NEW EMPLOYEES ENTITLED  
'DEPENDENTS ORIENTATION'

FISCAL YEAR : 1975  
EST. MAN YEARS: .1 MAN-YEARS  
EST. DOLLARS :  
TARGET DATE : 30 JUN 75  
ACTION OFFICER: CHIEF II

STATUS JUL-AUG  
STATUS SEP-OCT  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. DEVELOP A COURSE MODEL.

JAN

2. HOLD A FIRST TRIAL RUNNING.

MAR

3. STUDY COMMENTS FROM 1ST RUNNING & REVISE COURSE MODEL AS NECESSARY.

APR

4. CONDUCT A SECOND TRIAL RUNNING.

MAY

5. EVALUATE RESULTS; PREPARE RECOMMENDATION FOR DDA FOR COURSE CONTINUANC

E

JUN

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

04

DIV

PDS

25X1

OBJECTIVE: USING THE OTR COURSE COST MODEL DEVELOPED IN  
FY 74 PREPARE COST EVALUATIONS ON ALL COURSES OFFERED  
BY OTR UNITS BY THE END OF FY 75.

FISCAL YEAR	: 1975	STATUS	JUL-AUG =
EST. MAN YEARS:	.5	STATUS	SEP-OCT =
EST. DOLLARS	: \$15000	STATUS	NOV-DEC
TARGET DATE	: MAY 1975	STATUS	JAN-FEB
ACTION OFFICER:	CHIEF PDS	STATUS	MAR-APR
		STATUS	MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. BRIEF INSTRUCTORS ON REVISED COST MODEL SHEETS

JUL

2. COLLECT COST MODEL SHEETS ON ALL OTR COURSES

DEC

3. COMPLETE COST EVALUATION OF ALL TRAINING ACTIVITIES

MAY

\* DATA being collected here ~~does have~~ is being collected  
for the costing of DDA services. It will be bases to calculating  
cost per student hour. (DDA/Plans staff proposed student  
hour as the costing unit in OTR)

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

02

FTD

25X1

OBJECTIVE:

PROVIDE AN MBO TRAINING PROGRAM FOR AGENCY MANAGERS DURING FY 75.

FISCAL YEAR : 1975  
 EST. MAN YEARS: .5  
 EST. DOLLARS : \$12500  
 TARGET DATE : 30 JUNE 1975  
 ACTION OFFICER: CHIEF FTD

STATUS JUL-AUG <  
 STATUS SEP-OCT =  
 STATUS NOV-DEC  
 STATUS JAN-FEB  
 STATUS MAR-APR  
 STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SELECT AND CLEAR AN MBO CONSULTANT.

JAN →

2. CONDUCT A PROBLEM SOLVING SEMINAR TO IDENTIFY DCI EXPECTATIONS;

DIRECTORATE MBO PRACTICES AND TO IDENTIFY TRAINING NEEDS.

FEB

3. ANALYZE RESULTS OF SEMINAR.

MAR

4. DESIGN IF REQUIRED NEW MBO TRAINING IN RESPONSE TO NEEDS SURFACED

IN MILESTONES #2 &amp; #3.

APR

5. CONDUCT RESULTANT MPO TRAINING PROGRAM.

MAY

25X1

*See [redacted] memos and para d 1 of our  
 memo to DDA (DTR 0995)*

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OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

01

II

25X1

OBJECTIVE: IMPLEMENT BY THE END OF FY75 A PROGRAM  
OF RESEARCH AND STUDY OF THE INTELLIGENCE  
PROCESS; INTRODUCE A NEW FORMAT FOR THE  
DISCUSSION OF IMPORTANT SUBSTANTIVE AND  
PROCEDURAL ISSUES IN INTELLIGENCE.

FISCAL YEAR : 1975  
EST. MAN YEARS: 2.3  
EST. DOLLARS : \$45000  
TARGET DATE : 30 JUNE 1975  
ACTION OFFICER: CHIEF I.I.

STATUS JUL-AUG <  
STATUS SEP-OCT <  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SELECT THE CHIEF RESEARCH & STUDIES PROGRAM.

DEC

2. REVISE THE MILESTONES SUPPORTING THE RESEARCH & STUDIES PROG.

JAN

*See para. d 2 of our memo to DDD. (DTR 0995)*



## OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

03

PDS (C.C.)

25X1

OBJECTIVE: COMPLETE BY THE END OF FY 75 THE SYSTEMATIC REVIEW  
OF OTR CURRICULUM AND PREPARE RECOMMENDATIONS  
FOR NEEDED CHANGES.

FISCAL YEAR : 1975  
EST. MAN YEARS: .25  
EST. DOLLARS : \$10000  
TARGET DATE : JUNE 1975  
ACTION OFFICER: CHIEF PDS

STATUS JUL-AUG =  
STATUS SEP-OCT =  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE REVIEW OF 50% OF OTR TRAINING PROGRAMS.

2. COMPLETE REVIEW OF 100% OF OTR TRAINING PROGRAMS.

OCT

STAT 3. CURRICULUM COM. MEETING  TO DEVELOP PRELIMINARY RECOMMENDATIONS

NOV

4. COMPLETE RECOMMENDATIONS TO DTR.

DEC

*We will ~~present~~ submit a final report on this obj  
at Jan Mgmt. Conference.*

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
05

DIV  
PDS

25X1

OBJECTIVE: ESTABLISH A MEDIA CENTER IN HEADQUARTERS BUILDING BY THE END OF FY 75 TO PROVIDE FACILITIES FOR THE SELF-STUDY PROGRAM THE UNIVERSITY OF MARYLAND INSTRUCTIONAL TV NETWORK PROGRAMS; THE LANGUAGE LABORATORY; THE OJCS SELF STUDY PROGRAM; AND RELATED PROGRAMS

FISCAL YEAR : 1975  
LST. MAN YEARS: 1.25  
EST. DOLLARS : 6000  
TARGET DATE : JUN 1975  
ACTION OFFICER: CHIEF PDS

STATUS JUL-AUG =  
STATUS SEP-OCT +  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. SECURE DD/M&S APPROVAL.

JUL

2. COMMO SECURITY APPROVAL OF ELECTRONIC INSTALLATION.

JUL

3. SUBJECT TO APPROVAL & SPACE; DEVELOP FLOOR PLAN & ORDER EQUIPMENT.

SEP

4. PUBLICIZE UNIVERSITY OF MARYLAND PROGRAM.

JUN

5. SELECT TECHNICIAN/LAB SUPERVISOR.

SEP

6. PUBLICIZE CENTER.

JAN

7. FULLY OPERATIONAL.

JAN

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.  
DCI

DD

OFFICE  
06

DIV  
LLC

25X1

OBJECTIVE: AS PART OF LANG DEV PROG ANALYZE OPERATING COMPONENTS  
NEED FOR FILLING LANGUAGE DESIGNATED POSITIONS WITH  
LANGUAGE QUALIFIED PERSONNEL; ADVISE THEM OF ADDITIONAL  
SKILLS NEEDED TO BE ACQUIRED THROUGH RECRUITMENT/TRAINING;  
EMPHASIS ON DDO FIELD POSITIONS

FISCAL YEAR : 1975  
EST. MAN YEARS: 1.2  
EST. DOLLARS : 17000  
TARGET DATE : 31 DEC 1974  
ACTION OFFICER: CHIEF LLC

STATUS JUL-AUG =  
STATUS SEP-OCT =  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE STUDY OF [REDACTED] CHINESE SKILLS

JUL

2. COMPLETE STUDY OF [REDACTED]

AUG

3. COMPLETE STUDY OF VIETNAMESE THAI LAO SKILLS

AUG

4. COMPLETE STUDY OF PORTUGUESE AND ITALIAN SKILLS

SEP

5. COMPLETE STUDY OF GERMAN SKILLS

OCT

6. COMPLETE STUDY OF FRENCH SKILLS

NOV

7. COMPLETE STUDY OF SPANISH SKILLS

DEC

*Final report on these objectives at Jan  
mmt conf.*

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OBJECTIVE NO.

DCI

DD

OFFICE

DIV

07

PDS

25X1

OBJECTIVE: BY END OF 1975 ESTABLISH SYSTEMATIC PLAN FOR COLLECTION OF DATA RESULTING IN ESTABLISHMENT OF A DATA BASE FOR TABULATING TRENDS; CALCULATING REQUIREMENTS; MAINTAINING HISTORY; AND REPORTING CURRENT STATUS.

FISCAL YEAR : 1975  
 EST. MAN YEARS: .5  
 EST. DOLLARS : 15000  
 TARGET DATE : 30 APRIL 1975  
 ACTION OFFICER: CHIEF PDS

STATUS JUL-AUG =  
 STATUS SEP-OCT <  
 STATUS NOV-DEC  
 STATUS JAN-FEB  
 STATUS MAR-APR  
 STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

## 1. IDENTIFY MAJOR OUTPUTS

JUL

## 2. IDENTIFY DATA SOURCES

SEP

## 3. DEVELOP PRELIMINARY DESIGN

OCT

## 4. IDENTIFY DESIGN MODULES; ESTABLISH IMPLEMENTATION PRIORITIES

NOV

## 5. STATE COMPUTER PROCESSING REQUESTS TO OJCS

DEC

## 6. COMPLETE FINAL DESIGN FOR PRIORITY MODULES

JAN

## 7. CONDUCT ACCEPTANCE TESTS

MAR

## 8. IMPLEMENT SYSTEMS

*This step has not been documented*

*may hold till requirements for internal OTR planning cycle and the DDR planning Council requirements are firm.*

**Page Denied**

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OBJECTIVE NO.

DCI

DD

OFFICE  
09DIV  
PDS

25X1

OBJECTIVE: BY END OF CY 1974 CONDUCT A THOROUGH REVIEW OF OTR  
PROFESSIONAL COMPETENCE AND DEVISE A LONG RANGE PLAN  
FOR ENSURING THAT OTR DEVELOPS AND REPLACES OR MAINTAINS  
CONTINUITY OF ITS PROFESSIONAL PERSONNEL REQUIREMENTS

FISCAL YEAR : 1975

EST. MAN YEARS: .25

EST. DOLLARS : \$8000

TARGET DATE : 31 DEC 1974

ACTION OFFICER: CHIEF PDS

STATUS

JUL-AUG =

STATUS

SEP-OCT =

STATUS

NOV-DEC

STATUS

JAN-FEB

STATUS

MAR-APR

STATUS

MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. DEVELOP LIST OF REQUIRED DATA.

2. COMPILATION OF DATA COMPLETED BY PB/TR.

AUG

3. PRELIMINARY RECOMMENDATIONS DISCUSSED W: C/SRS; DTR AND DDTR.

OCT

4. RECOMMENDATIONS TO DTR.

DEC

*Preliminary "recommendations" were not discussed  
but the problems were aired at [ ] unit chief conference.  
Agency of MT career service - loss of careerists with overseas  
experience, limited capacity for taking on development  
of new courses, all in the context of low budget  
and smaller personnel ceilings.*

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## OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

13

DIV

II

OBJECTIVE: BY THE END OF FY 75 DEVELOP AND RUN A NEW COURSE FOR  
DEPENDENTS OF NEW EMPLOYEES ENTITLED  
'DEPENDENTS ORIENTATION'

*Mission*

FISCAL YEAR : 1975  
EST. MAN YEARS: .1 MAN-YEARS  
EST. DOLLARS :  
TARGET DATE : 30 JUN 75  
ACTION OFFICER: CHIEF II

STATUS JUL-AUG  
STATUS SEP-OCT  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. DEVELOP A COURSE MODEL.

JAN

2. HOLD A FIRST TRIAL RUNNING.

MAR

3. STUDY COMMENTS FROM 1ST RUNNING &amp; REVISE COURSE MODEL AS NECESSARY.

APR

4. CONDUCT A SECOND TRIAL RUNNING.

MAY

5. EVALUATE RESULTS; PREPARE RECOMMENDATION FOR DDA FOR COURSE CONTINUANC  
E

JUN

*Propose adding this to our DD brief objectives  
for Jan. mgmt Conf.*

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3  
OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE  
12DIV  
FTD

25X1

OBJECTIVE: BY THE END OF FY 75 IN CONJUNCTION WITH THE OFFICE  
OF FINANCE DEVELOP TUTORIAL SERVICES AND NORMAL  
COURSES OF INSTRUCTION IN FINANCE MANAGEMENT  
IMPROVEMENT

FISCAL YEAR : 1975  
EST. MAN YEARS: 1.2  
EST. DOLLARS : \$30000  
TARGET DATE : 15 DEC.  
ACTION OFFICER: CHIEF FTD

STATUS JUL-AUG =  
STATUS SEP-OCT =  
STATUS NOV-DEC  
STATUS JAN-FEB  
STATUS MAR-APR  
STATUS MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

## 1. DEVELOP PROGRAM CONCEPT AND STRUCTURE.

AUG

## 2. DEVELOP COURSE DETAILS.

SEP

## 3. PILOT RUNNING OF SURVEY OF FINANCIAL MANAGEMENT.

SEP

## 4. PILOT RUNNING OF FUNDAMENTALS OF BUDGETING.

OCT

## 5. PILOT RUNNING OF ACCOUNTING CONTROL.

NOV

## 6. PILOT RUNNING OF APLIED FINANCIAL MANAGEMENT.

DEC

## 7. EVALUATION OF PILOT RUNNING OF TOTAL PROGRAM.

DEC

## 8. PUBLICIZE OTR'S FINANCIAL TUTORIAL CAPABILITY.

*Will meet  
with Yale & OF  
separately (11:15)  
21 Nov.*



Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

## OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

08

SRS

25X1

OBJECTIVE: BY THE END OF FY 1975 REVIEW THE AGENCY  
TRAINING RECORD (ATR); TIME FRAMES FOR INPUT/  
OUTPUT; AND PRESENT DESIGN; TO MAKE IT MORE  
RESPONSIVE TO REQUIREMENTS.

FISCAL YEAR : 1976  
EST. MAN YEARS: .20  
EST. DOLLARS : 3800  
TARGET DATE : 30 DEC 1975  
ACTION OFFICER: CHIEF R/G

STATUS	JUL-AUG =
STATUS	SEP-OCT =
STATUS	NOV-DEC
STATUS	JAN-FEB
STATUS	MAR-APR
STATUS	MAY-JUN

## \*\*\*\*\*MILESTONES\*\*\*\*\*

JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

1. REVIEW ATR PROGRAMMING WITH OJCS PERSONNEL.

SEP

2. REVIEW OF PRESENT CODING PROCEDURES WITHIN RG.

OCT

3. REVIEW COMPONENT TRAINING INPUT WITH VIEW TOWARDS DECENTRALIZATION

SEP

4. REVIEW COURSES RETAINED IN MEMORY: RECOMMEND ADDITIONS/DELETIONS.

NOV

5. REVIEW: a) 7-YEAR CUT-OFF; b) 3-DAY DURATION INPUT; c) FEASIBILITY

OF CODING SELECTED EXTERNAL TRAINING PRIOR TO ACTUAL COMPLETION.

a&amp;c

b

6. DETERMINE PRESENT ATR REACTION TIME TO CUSTOMER REQUIREMENTS.

7. WORK TOWARDS DIRECT DATA INPUT TO OJCS VIA ISTB TERMINALS.

*Will meet  
with OJCS  
separately (11:30)  
21 Nov.*

OFFICE OF TRAINING ACTION PLAN

OBJECTIVE NO.

DCI

DD

OFFICE

DIV

11

PDS/

STATX1

OBJECTIVE: BY THE END OF FY 75 CONDUCT A STUDY OF THE COST  
OF MAINTAINING THE

STAT

FISCAL YEAR : 1975

EST. MAN YEARS: .25

EST. DOLLARS : \$7000

TARGET DATE : 30 JUNE 1975

ACTION OFFICER: CHIEF PDS

STATUS

JUL-AUG =

STATUS

SEP-OCT =

STATUS

NOV-DEC

STATUS

JAN-FEB

STATUS

MAR-APR

STATUS

MAY-JUN

\*\*\*\*\*MILESTONES\*\*\*\*\*

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

1. COMPLETE THE COLLECTION OF COST DATA FOR SERVICES.

DEC

2. DEVELOP ESTIMATES OF COST OF CONDUCTING TRAINING AT HQS.

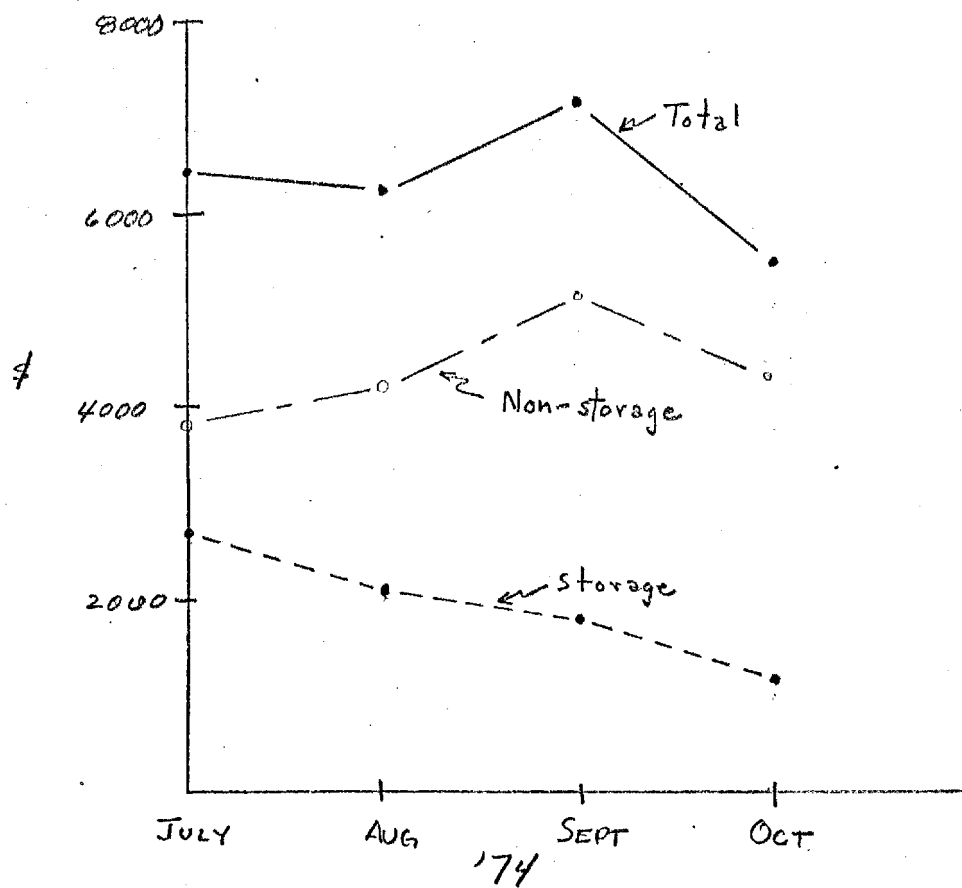
DEC

3. EVALUATE DTS CONTRACT POSITIONS WITH THE OFFICE OF PERSONNEL.

MAY

4. COMPLETE THE COST STUDY.

JUN



TOTAL GE TIMESHARING COSTS

~~Administrative - Internal Use Only~~

AGENDA

Management Conference - Office of Training  
3 July 1974 - 1000

1. Summary review of accomplishments toward achieving FY 1974 objectives:

FY 1974 objectives completed

- Obj 1 Provide training support equivalent to at least that provided in FY 1973 with a reduction in staff resources.
- Obj 2 Examine the training activities of OTR on the basis of cost effectiveness.
- Obj 3 Increase professional and substantive expertise and balance of the professional staff of OTR yet within a 5% reduction in personnel.  
NOTE: All FY 74 milestones were met; the objective carries on into FY 75.
- Obj 5 Updated Info Science training curriculum.
- Obj 6 Better prepare officers at all career levels to assume supervisory and managerial responsibilities.
- Obj 8 Develop a program performance evaluation system to be operative in FY 75.

FY 1974 objectives - final FY 74 milestones slipping into FY 75

- √ - Obj 4 Reduce OTR's personnel and space by 5% in FY 75. Milestone 12 -- update survey of current and projected space requirements. Planned completion date of 30 June 74 - OTR Space Committee still working on this issue.
- √ - Obj 7 Beginning in FY 74, to be operative in FY 75, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of major components in developing prototype training profiles, and (b) by developing an information system, using OTR's computerized training records as a base.  
Part (a) - carried over into FY 75 as a new DD level objective B57506.  
Part (b) - MAP priorities preclude meeting the milestones in FY 74 - effort to be carried into FY 75.

Administrative - Internal Use Only

**Administrative - Internal Use Only**

-2-

2. Summary of Office level objectives accomplishments in FY 74.

3. Issues raised by OTR

a. Three DD level FY 75 objectives OTR proposed to drop:

- Complete by the end of CY 74 Training Profiles for major career paths in each Directorate. 25X1

- In FY 75 and FY 76 develop courses with other Offices of the Agency in areas other than Finance where feasible and where there is a need. OTR notes that manpower constraints will preclude their achieving this objective.

- Metric system - planning for training of Agency employees if legislation is passed in FY 75/76.

Action

b. Issues related to accomplishment of objectives OTR would like to discuss:

- ..Military Intelligence Community training
- ..COINS training
- ..Analyst training
- ..Reporting procedures on Word Processing Center at OTR.

Action

4. Other items D/Training would like to raise with the DD/M&S:

- a. Information Science for training executives.
- b. Results of CT study in SB Division.
- c. Preliminary results of PSS study of Language Aptitude measures.
- d. Board of Visitors and Overseers.

**Administrative - Internal Use Only**

DD/M&S 74-1551

13 MAY 1974

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Joint Computer Support  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Chief, ISAS  
Chief, CIA Historical Staff

SUBJECT : Management Conference - FY 1975

REFERENCE : DD/M&S Administrative Instruction No. 73-17  
dated 13 July 1973

1. After considering alternative suggestions, I have decided to schedule quarterly management conferences to review objectives during FY 1975. The instructions contained in Reference for submission of pre-conference materials will continue to apply as they have during FY 1974.

2. While conferences during FY 1975 will focus primarily on DCI and Deputy Director level objectives and related action plans, there may be occasions when it would be useful to review and discuss the status of your Office level objectives. With that in mind, and as a matter of general information and interest, you are requested to submit a list of your FY 1975 and FY 1976 Office level objectives by 1 June 1974. Action plans for Office level objectives need not be submitted unless or until one or more of them is placed on the agenda for discussion at a quarterly conference. Office level objectives should be scheduled for review whenever there is a problem having inter-Office or inter-Directorate implications which you think I should know about or be able to assist with resolving.

E2 IMPDET

25X1

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~~CONFIDENTIAL~~

- 2 -

3. Attached are the agreed upon DCI and Deputy Director level objectives you are responsible for achieving and reporting on during the FY 1975 conferences. Copies of DCI and DD level objectives for all other Offices of the Directorate are also attached for your information.

4. The DD/M&S Plans Staff will transmit to and discuss with your Planning Officers procedural aspects including: FY 1975 management conference schedule; explanation of the objectives numbering system; and my preferred action plan/milestone chart format for reporting purposes.

/s/ Harold L. Brownman

HAROLD L. BROWNMEN  
Deputy Director  
for  
Management and Services

Atts.

~~CONFIDENTIAL~~

**CONFIDENTIAL**

Attachment to  
DD/M&S 74-1551

Office of Training  
FY 1975/76 Objectives

*These are  
over 13*

DCI Level

Develop during FY 1975, for the major services perform<sup>25X1</sup>  
by Training, systems to provide an efficient costing  
methodology applicable to users of such services. (The  
goal is to make users aware of what services cost, not  
to have them actually budget for the services.)

{ With the Office of the Comptroller, by the end of FY  
1974 develop a program and by the end of FY 1975 orient  
in depth all Agency Operating Officials and their key  
line managers in MBO as applied by the Agency -- allowir  
for Directorate variance in use of MBO.

{ Develop by 30 June 1975 a curriculum of accounting,  
budgeting and financial management courses tailored to  
Agency requirements (e.g., a key executives Budget  
Management Seminar) with initial offerings to be made  
in the first quarter of FY 1976. (Joint with OF)

Deputy Director Level

Implement by the end of CY 74 a program of research an<sup>25X1</sup>  
study of the intelligence process and introduce a new  
format for the discussion of important substantive and  
procedural issues in intelligence.

Complete by the end of FY 75 the systematic review of  
OTR's curriculum and prepare recommendations for  
needed changes.

5 Establish a Media Center in the Headquarters building  
by the end of FY 75, contingent upon the acquiring of  
space, to provide facilities for the Self-Study Program  
the University of Maryland Instructional Television  
Network program, the Language Laboratory, and OJCS  
Self-Study program, and related programs.

6 As part of the Language Development Program, analyze  
operating component needs to fill language designated  
positions with qualified personnel with particular  
emphasis on DO overseas positions during FY 1975.

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E2 IMPDET

25X1



**CONFIDENTIAL**

-2-

By the end of FY 75, establish a systematic plan for 25X1 collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.

(Complete by the end of CY 74 training profiles for the major career paths in each Directorate.)

Beginning in FY 75, select about 38 CT's (total of 75 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.

25X1

By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the [redacted] (PMCD/OP to aid in evaluating staff and contract positions.)

In FY 75 and FY 76 develop courses with other Offices of the Agency, in areas other than Finance, where feasible and where there is a need (e.g., with OER).

Should the Congress so act in FY 1975, develop plans for training needed by Agency employees to ease the conversion to the metric system. Within six months after Congress inacts such legislation begin implementing the plans.

Examine the training activities of CTR on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.

By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.

Redesign the Agency Training Board by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required. (Joint with OJCS)

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OTR LEVEL OBJECTIVES  
FY 75-76

- |     |  |  |
|-----|--|--|
| 1.  | Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.  | INNOVATION<br>STRATEGY   |
| 2.  | Provide, with the Office of the Comptroller, a training program on MBO for Agency managers during FY 75.   | 4 <i>Sub Admin</i><br>9<br>ORGANIZATIONAL<br>DEVELOPMENT<br>INNOVATION |
| 3.  | Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes.   | EVALUATION   |
| 4.  | Examine the training activities of the Office of Training on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.   | EVALUATION   |
| 5.  | Establish a Media Center in the Headquarters Building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program, the University of Maryland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related programs. | INNOVATION<br>IMPACT   |
| 6.  | As part of the Language Development Program, analyze operating components' efforts to fill language designated positions with qualified personnel, with particular emphasis on DO overseas field positions during FY 1975.   | EVALUATION<br>INNOVATION   |
| 7.  | By the end of FY 75, establish a systematic plan for collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.  | COVERAGE<br>FORECASTING  |
| 8.  | Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required.   | COVERAGE<br>FORECASTING<br>EVALUATION                                  |
| 9.  | By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long-range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.   | ORGANIZATIONAL<br>DEVELOPMENT  |
| 10. | Complete by the end of CY 74 training profiles for the major career paths in each Directorate.   | COVERAGE<br>FORECASTING  |
| 11. | Beginning in FY 75 select 45 CTs (total of 90 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.   | ORGANIZATIONAL<br>DEVELOPMENT  |
| 12. | By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining <span style="border: 1px solid black; display: inline-block; width: 200px; height: 1.2em; vertical-align: middle;"></span>  | EVALUATION   |
| 13. | By the end of FY 75, in conjunction with the Office of Finance, develop tutorial services and normal courses of instruction in Finance Management Improvement.   | 25X1<br>INNOVATION<br>ORGANIZATIONAL<br>DEVELOPMENT                    |

Carry Over of FY 74 Objectives to FY 75/76

Objective 1

Student days will be collected as one item in the data base objective -

25X1

Objective 2

Cost studies will continue via cost study of OTR courses, Objective  Results from this objective will be applied to the DCI-level objective

25X1  
25X1

A separate objective for a cost effectiveness study of  also contributes to the DCI objective.

25X1

Finally the continuation of the language designated positions study in the DDO via Objective

25X1

Objective 3

Increase professional and substantive expertise-----  
Carries over to  the 5% limitation is dropped.

25X1

Objective 4

Reduce personnel and space by 5%. There are unit level objectives related to this. For example, the records reduction objective in SRS. No DD-level objective in FY 75/76.

Objective 5

Information science review and revision. All OTR courses will be systematically reviewed in Objective

25X1

Objective 6

Prepare officers at all career levels. No specific follow on. The development of MBO training  and Financial Management Training  reflect variations of the theme underlying the FY 1974 objective.

25X1  
25X1

\* '74-

Objective 7

Training profile and information system objective. As noted in the discussion of FY 1974, objectives, three FY 75/76 objectives [ ] are follow on efforts.

25X1

Objective 8

Performance Evaluation. No DD-level objective. Internal OTR objective for the review of the MBO System.

Of the 75/76 objectives, only the Research and Studies objective [ ], the CT recruitment objective [ ] and the Media Center objective [ ] have no ties to FY 74 objectives.

225X1  
25X1

There is perhaps too heavy an emphasis on management and administrative objectives. This is one of the reasons for the fall review of OTR's MBO System.

Review of FY 1974  
OTR Objectives

1. Provide training support equivalent to at least that provided in FY 1973 (estimated [redacted] with the Agency-prescribed reduction of 2.34% in staff personnel from FY 1973.

25X1

FY 1974 Summary

Courses

542

25X1

Students

25X1

Student Days

2. Examine the training activities of the Office of Training on the basis of cost-effectiveness.

Since activities undertaken in response to this objective did not match the original action plan, we have submitted a revised action plan.

A training cost model was developed and tested. The test resulted in simplification of the model. Data are being collected from each course. Cost data will be available for all OTR course offerings in December 1974.

A Course Data Folder was established. This folder provides a cumulative history of each course. It includes: course objective(s), scope notes, teaching methods, and instructor time.

The activities of the Language Learning Center were reviewed in detail. One result of the LLC review was the transfer of the BAHLT program from the Center to the Off-Campus Program. (The LLC contract ceiling reduction caused a temporary diversion while the impact of the reduction was assessed.)

A program was initiated to study the language competencies available for the designated positions in the DDO area divisions analyses of SB and NE Divisions is complete.

The results of these studies will contribute directly to restructuring the Language Learning Center Training Program.

This is a continuing objective. See objectives [redacted] the FY 75/76 list of OTR objectives.

25X1

3. Increase professional and substantive expertise and balance to the professional staff of OTR yet within the 5% restrictions cited in Objective 1.

The overall reduction in staff ceiling has been nearer 12%. Planning has been made difficult. The actions specified have taken place and will continue.

4. Reduce OTR's personnel and space by 5% in FY 75.

The failure of the plan for the ALT move was discussed at the last conference with Mr. Brownman. As indicated Milestone 9 in the action plan was invalidated as a result. The OTR Space Committee has been reactivated to: (1) resolve the ALT problem and (2) develop a plan for handling the proposed COINS training program. Milestone #12, pending action by the Space Committee, has not been achieved.

The remaining personnel related milestones have been overtaken by events.

5. Determine in FY 1974 the extent to which the content of the present Information Science Training Program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

The FY 75 Information Science Training schedule indicates satisfactory achievement of this objective. The schedule reflects required revisions and adjustments.

6. Prepare officers at all career levels to assume increased responsibility involving decision-making and execution of policy, in FY 1974, to be operative in FY 1975, develop new or revise current courses on management training for officers at junior, middle, and senior levels.

A note describing the revision to the Fundamentals of Supervision and Management course is attached. The note also includes a progress report on the Executive Conference.

The Advanced Management Program was initiated. The program has been offered three times on a developmental/experimental basis. The results are being reviewed and recommendations on the future for the AMP will be forthcoming.

7. Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a

*ODE Move  
Still unknown  
This is Alan  
not understood  
acknowledged*

base, from which requirements of the components for training can be projected to permit OTR to adjust curriculum and staffing to meet those requirements. The system anticipates use of the terminal cluster planned for installation in FY 1975 in the Chamber of Commerce Building for the Support Information Processing System.

This complex objective continues in FY 75 and 76. It has been split into three separate objectives. [redacted] and [redacted]

25X1  
25X1

The Training Profile portion of the objective has been accomplished. Detailed instructions for the preparation of the profiles have been prepared and forwarded to the Office of Personnel. They will be included in the PDP. Following publication of the PDP, OTR will assist in developing training profiles.

See Item #1 - Topics for Discussion in the memo forwarded to DDM&S for the July 3 Conference. We suggest that the FY 75 Objective [redacted] might not merit continued attention at the DD-level.

25X1

The second part of this objective (part b) suffered a set back when OJCS announced the MAP priorities. OTR's needs were placed in priority three to be dealt with late in 1975. A Problem Analysis Sheet is included in the '74 Objectives Milestone sheets.

Until OJCS can respond, we are developing requirements for revision to the Agency Training Record system. Particular (ATR) focus is on the External Training portion of the system.

Objective [redacted] for FY 75/76 continues the ATR effort.

25X1

OTR will, through use of the Information Science Staff (on a time available basis), develop comparatively small internal projects leading ultimately to a data base (See [redacted]) The cost data and the course data folder projects described under Objective 2 above are examples of the kinds of tasks to be undertaken by these internal efforts. (If time permits, the one-month Information Science Training Program for OTR employees will be discussed.)

25X1

8. Develop a program performance evaluation system to be operative in FY 1975, for the continued evaluation of ongoing OTR programs to determine if objectives are being met, and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

The milestones for this objective are the dates for the OTR Management Conferences. The underlying assumption is an MBO System supporting performance evaluation in preparation for the Management Conferences.

OTR completely overhauled its MBO System in February 1974. While the revised system has worked reasonably well, we believe a thorough review is appropriate. A review is scheduled for this fall.



**Page Denied**

STAT

Page 39 of 47

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19  

PURPOSE: TRAINING ACCOUNTABLE OFFICER(S): DTR

## RESOURCES REQUIRED:

OBJECTIVE: Examine the training activities of the  
#2 Office of Training on the basis of cost  
effectiveness.

\$ 60,000  
A.E. .3

OVERALL EVALUATION  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

   (=)      

<div> <div>MILESTONES</div> <div></div> </div>	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. Complete development prototype cost model for OTR.	December 1973	December 1973
2. Test the cost model.	January 1974	January 1974
3. Revise the cost model and begin collecting course cost data.	April 1974	21 April 1974
4. Adapt OTR cost model to component conducted training.	31 May 1974	31 May 1974
5. Brief Curriculum Committee on scope of the Language Learning Center goals and activities.	14 December 1973	14 December 1973

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Page 39 of 47

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19\_\_

OFFICE : TRAINING ACCOUNTABLE OFFICER(S) : DTR

OBJECTIVE::  
#2 Examine the training activities of the  
Office of Training on the basis of cost  
effectiveness.

RESOURCES REQUIRED:

\$ 60,000  
A.E. .3

OVERALL EVALUATIONS:  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

1 (=) 2 3

✓ MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
6. Submit for DTR approval revised LLC goals and responsibilities.	29 March 1974	29 March 1974
7. Initiate a systematic study of the staffing patterns for each DDO language designated position.	February 1974	February 1974

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(Classified In)

Page 5 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/SRS

OBJECTIVE:: Increase Professional and Substantive  
#3 Expertise and Balance on the Professional  
Staff of OTR Yet Within the 5% Reduction.

RESOURCES REQUIRED:

\$ Negligible  
A.E.

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

(+) = + - 0 /

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. Estimate OTR professional staff losses and gains through 30 June 75	31 October 1973	25 October 1973
2. Conduct review of ongoing and needed actions to augment professional staff through:	28 December 1973	18 December 1973
a. internal adjustments within OTR		
b. lateral transfers from other Agency Components		
c. CT Candidates		

\*If overall evaluation is either 0 or /, please complete Problem Analysis Sheet.

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(When Filled In)

Page 6 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/SRS

RESOURCES REQUIRED:

OBJECTIVE: #3 Increase Professional and Substantive Expertise and Balance on the Professional Staff of OTR Yet Within the 5% Reduction.

\$                       
A.E.                     

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

... 6 + = 0 7

<div>MILESTONES</div>	<div>Scheduled Completion Date (Day, Month, Year)</div>	<div>Actual Completion Date (Day, Month, Year)</div>
d. External recruitment		
3. Plan assignment changes and external training programs to be undertaken in 1974 by professional staff personnel	28 February 1974	28 February 1974
4. Assure that adequate budgetary provisions are made for external training of professional staff	28 February 1974	28 February 1974
5. Review staff augmentation plans in light of	29 March 1974	25 March 1974

\*If overall evaluation is either 6 or 7, please complete Problem Analysis Sheet.

25X1

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(When Filled In)

Page 7 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19 74

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/SRS

OBJECTIVE:: Increase Professional and Substantive  
Expertise and Balance on the-Professional  
Staff of OTR Yet Within the 5% Reduction.

RESOURCES REQUIRED:

\$ Negligible  
A.E.

OVERALL EVALUATION:  
(Circle One)

+ = 0 -

STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
EY 75 ceiling reductions and projected personnel and organizational changes.		
6. Update 1974 assignment and external training plans for professional staff personnel	30 April 1974	30 April 1974
7. Conduct comprehensive review of ongoing and needed actions to augment and realign professional staff, taking into account projected losses, gains, training plans, and reassignments	28 June 1974	28 June 1974

\*If overall evaluation is either 0 or -, please complete Problem Analysis Sheet.

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CONFIDENTIAL  
(When Filled In)

Page 8 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/SRS

RESOURCES REQUIRED:

OBJECTIVE:: Increase Professional and Substantive  
Expertise and Balance on the Professional  
Staff of OTR Yet Within the 5% Reduction.

\$                       
A.E.                     

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

± = 0 ✓

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
8. Update estimate of OTR professional staff losses and gains through 30 June 1975	30 September 1974	
9. Revise OTR T/O to reflect FY 75 Ceiling Adjustments	31 October 1974	
10. Plan assignment changes and external training programs to be undertaken in 1975 by professional staff personnel	31 January 1975	
11. Assure that adequate budget provisions are	28 February 1975	

\*If overall evaluation is either ± or ✓, please complete Problem Analysis Sheet.

25X1

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Page 9 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/SRS

RESOURCES REQUIRED:

OBJECTIVE:: Increase Professional and Substantive  
#3 Expertise and Balance on the Professional  
Staff of OTR Yet within the 5% Reduction.

\$                       
A.E.                     

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

+ = 0 -

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
made for external training of professional staff		
12. Review staff augmentation plans in light of FY 76 ceiling adjustments and projected personnel and organizational changes	30 April 1975	

\*If overall evaluation is either 0 or -, please complete Problem Analysis Sheet.

25X1



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Page 10 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19 74

OFFICE : OTR ACCOUNTABLE OFFICER(S): SRS

RESOURCES REQUIRED:

OBJECTIVE:: Reduce OTR's Personnel and Space by 5% in FY 75\$ Negligible

#4

A.E. OVERALL EVALUATION\*  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974

# (=) 2 3

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. Identify possible staff positions that could be cut in FY 75	31 August 1973	3 August 1973
2. Establish Task Force to survey current and projected space requirements	30 September 1973	14 September 1973
3. Estimate OTR staff losses and gains through 30 June 1975	31 October 1973	25 October 1973
4. Identify tentatively those employees who may become surplus as result of FY 75 position cuts	31 October 1973	25 October 1973

\*If overall evaluation is either 2 or 3, please complete Problem Analysis Sheet.

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Page 11 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): SRS

RESOURCES REQUIRED:

OBJECTIVE:: Reduce OTR's Personnel and Space by 5% in  
FY 75\$                       
A.E.                     

#4

OVERALL EVALUATION\*  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974# (=) 2 3

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
5. Submit work order for move of Clerical Faculty from Ames Building to C. of C.	30 November 1973	14 November 1973
6. Complete move of Clerical Faculty to C. of C.	31 January 1974	18 December 1973
Determine number of and identify staff positions (at least 13) to be cut in FY 75 to achieve 5% reduction	31 March 1974	28 February 1974
8. Plan move of ALT from Rosslyn to Hqs. Bldg. (or to C. of C. if Hqs. space is not available)	31 March 1974	See Issue #2

\*If overall evaluation is either 2 or 3, please complete Problem Analysis Sheet.

25X1

CONFIDENTIAL  
(When Filled In)Page 12 of 26OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974OFFICE : OTR ACCOUNTABLE OFFICER(S): SRSOBJECTIVE:: Reduce OTR's Personnel and Space by 5% in  
FY 75  
  
  

#4

RESOURCES REQUIRED:

\$   
A.E. OVERALL EVALUATION\*  
(Circle One)+ (=) -  / STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
9. Complete move of ALT to Hqs. (or C. of C.)	30 April 1974	Invalid milestone as discussed in last Management Conference
10. Update estimate of OTR staff losses and gains through 30 June 1975	30 June 1974	30 June 1974
11. Identify and report those employees to be declared surplus as result of FY 75 position cuts	30 June 1974	30 June 1974
12. Update survey of current and projected space requirements	30 June 1974	See item 4 on Review of FY 74 Objectives
13. Plan actions to reduce space by 5% (at least 3,800) during FY 75	31 August 1974	

\*If overall evaluation is either = or /, please complete Problem Analysis Sheet.

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Page 13 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): SRS

RESOURCES REQUIRED:

OBJECTIVE:: Reduce OTR's Personnel and Space by 5% in FY  
75

\$             
A.E.           

#4

OVERALL EVALUATION\*  
(Circle One)


STATUS REPORT FOR MONTHS OF: April - June 1974

... + (=) - /

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
14. Review progress in space reduction efforts and plans as necessary	31 January 1975	
15. Review actions taken to reduce personnel and ceiling to assure that goals will be met while at same time maintaining proper organizational and staff balance	31 January 1975	
16. Assure that personnel and space reductions have been initiated to do so	30 April 1975	

\*If overall evaluation is either + or -, please complete Problem Analysis Sheet.

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Page 14 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19 74

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/FTD

## RESOURCES REQUIRED:

OBJECTIVE:: Determine in FY 1974 the extent to which the  
#5 content of the present information science  
training program should be revised to support  
the intelligence information systems in CIA  
and the Community in FY 1975.

\$ 30,000  
A.E. 3

OVERALL EVALUATION\*  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974

+ (=) 6 7

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. Construct and forward questionnaires for circulation at office level in CIA and to DIA and NSA concerning program direction and requirements for FY 1975	30 November 1973	30 November 1973
2. Construct and forward "feedback" questionnaires to all students who completed programs in FY 1973	15 December 1973	15 December 1973
3. Receive responses from both offices and students	1 February 1974	1 February 1974

\*If overall evaluation is either 6 or 7, please complete Problem Analysis Sheet.

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Page 15 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

RESOURCES REQUIRED:

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A.E. \_\_\_\_\_

OVERALL EVALUATION\*  
(Circle One)

+ (=) 2 7

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/FTD

OBJECTIVE:: Determine in FY 1974 the extent to which  
the content of the present information  
science training program should be  
revised to support the intelligence  
information systems in CIA and the  
community in FY 1975

#5

STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
4. Present findings and recommendations to DTR	1 March 1974	✓ See Issue #1
5. Submit curriculum for FY 1975	1 April 1974	1 April 1974

\*If overall evaluation is either 2 or 7, please complete Problem Analysis Sheet.

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Page 16 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19 74

OFFICE : OTR ACCOUNTABLE OFFICER(S) : FTD

RESOURCES REQUIRED:

OBJECTIVE:: #6 Better prepare officers at all career levels (Junior, Middle, and Senior) to assume supervisory and managerial responsibilities, particularly those involving decision-making and execution of policy, via the modification of existing courses or the establishment of new courses.

\$ 24,000  
A.E. 1.0

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

① ② ③

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
1. a) Analysis in depth of the pilot running of the Advanced Management Course, and b) recommendations for revisions of content in accordance with an already established schedule.	a) 19 October 1973 b) 17 December 1973	19 October 1973 17 December 1973
2. The Fundamentals of Supervision and Management Course will be reviewed and revised as necessary. Materials relating to current Agency policies and practices will be incorporated.	13 May 1974	13 May 1974

\*If overall evaluation is either ② or ③, please complete Problem Analysis Sheet.

(When Filled In)

Page 17 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 19 74

OFFICE : OTR ACCOUNTABLE OFFICER(S): ETD

RESOURCES REQUIRED:

OBJECTIVE: Better prepare officers at all career levels  
(Junior, Middle, and Senior) to assume super-  
-visory and managerial responsibilities, particu-  
-larly those involving decision-making and  
execution of policy, via the modification of  
existing courses or the establishment of new  
courses.

\$                       
A.E.                     

OVERALL EVALUATION (Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

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\*If overall evaluation is either 4 or 7, please complete Problem Analysis Sheet.



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Page 19 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/PDS RESOURCES REQUIRED:  
 OBJECTIVE:: Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base. Projected \$ 50,000 (OTR only)  
 #7 A.E. \_\_\_\_\_  
 OVERALL EVALUATION:  
 (Circle One) 4  
 STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
(a) 1. Submit to DD/M&S proposed plan for implementing development by Deputy Directors of training profiles for their careerists.	30 September 1973	30 September 1973
2. Ascertain in collaboration with the Deputy Directors, definitions of categories of personnel for whom training profiles will be developed.	31 March 1974	The 31 March date is no longer valid because of a revised action plan. The new action plan will be submitted as part of the carry-over DD-level objective for training profiles. The 30 June 1974 date remains valid.
3. Provide assistance to individuals in the directorates who have responsibility for developing training profiles. (Assistance is to include information on	30 June 1974	Completion 30 June 1974

\*If overall evaluation is either 4 or 7, please complete Problem Analysis Sheet.

(When Filled In)

Page 20 of 26OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974OFFICE : OTR ACCOUNTABLE OFFICER(S) : C/PDS

RESOURCES REQUIRED:

OBJECTIVE:: Beginning in FY 1974, to be operative by the  
 #7 end of FY 1975, support the Agency's effort toward  
 systematic career development of its employees  
 (a) by assisting heads of the major components  
 in developing prototype training profiles for key  
 categories of their personnel, and (b) by developing  
 an information system, using OTR's computerized  
 training records as a base.

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_OVERALL EVALUATION  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974

+ = 6 7

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
internal and external training opportunities and records of training.)		
(b) 1. Initiate discussion with OJCS Task Force to outline OTR's objective(s) in developing a data base.	31 May 1974	See next page
2. Submit OTR's requirements to OJCS.	30 June 1974	See next page
3. Complete essential reprogramming of training data to retrieve information required by OTR to establish a responsive schedule of training and to respond to requirements of Deputy Directors for training data necessary to complete training profiles for personnel in the directorates.	To be coordinated with OJCS	

\*If overall evaluation is either 6 or 7, please complete Problem Analysis sheet.

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22 IMPDET

Page        of       

FOR MONTHS OF April - June, FY 1974

OBJECTIVE #87 : See Attached

OVERALL EVALUATION: 2 or 1 (Circle One)

[illegible]

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Page 21 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR ACCOUNTABLE OFFICER(S): C/PDS

OBJECTIVE:: #7 Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base.

RESOURCES REQUIRED:

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
4. Test the programs and recommend action to Director of Training.	Depends on (3) above.	

\*If overall evaluation is either 2 or 3, please complete Problem Analysis Sheet.

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Page 22 of 26

PROBLEM ANALYSIS SHEET

FOR MONTHS OF April - June, FY 1974

OFFICE : OTR

OBJECTIVE #7 : See Attached

GENERAL EVALUATION: 2 or 1 (Circle One)

MILESTONE(S)	PROBLEM DESCRIPTION (Including Effect on Objective)	ACTION	
		Underway/Completed	Recommend DD/XX
	1. Had hoped that initiative for this new approach would come from the Management Committee. That did not happen.		
	2. During October the OTR Career Development Office met with the DDO and DEMAS Senior Training Officers. There were no definitions of training categories developed although considerable interest and willingness to cooperate was expressed. (DDO proceeding with profiles of GS-13s, due June 15)		
	3. In the meantime, OJCS (MAP) conducted a		

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Page 23 of 26

PROBLEM ANALYSIS SHEET

FOR MONTHS OF April - June, FY 1974

OFFICE : OTR

OBJECTIVE #7 : See Attached

OVERALL EVALUATION: 2 or 1 (Circle One)

MILESTONE(S)	PROBLEM DESCRIPTION (Including Effect on Objective)	ACTION	
		Underway/Completed	Recommend DD/MS
	approach but recommended deferring OJCS partici-		
	pation until prototype profiles were developed.		
	4. In January assign to PDS/OTR an OTR officer		
	to follow up on actions already initiated.		
	5. At this time the 30 June 74 target is consi-		
	dered valid although interim milestones have		
	slipped. Will verify at the next Management		
	Conference.		

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Page 24 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974

OFFICE : OTR/PDSACCOUNTABLE OFFICER(S): DTR

RESOURCES REQUIRED:

OBJECTIVE:: #8 Develop a program performance evaluation system to be operative in FY 1975 for the continued evaluation of ongoing OTR programs, to determine if objectives are being met and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

\$ negligible  
A.E.           

OVERALL EVALUATION\*  
(Circle One)

STATUS REPORT FOR MONTHS OF: April - June 1974

\* (=) 2 3

25X1	MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
	Language Learning Center; Intelligence Institute:	January 16 1974	See Topic #2
	<u>                    </u> SA/OT; Functional Training	January 17 1974	January 1974
	Division		
	Career Training Staff; Chief, Services & Registration	January 18 1974	January 1974
	Staff; Chief, Plans & Development Staff		
25X1	Language Learning Center; Intelligence Institute	February 20 1974	February 1974
	<u>                    </u> SA/OT; Functional Training	February 21 1974	February 1974
	Division		

\*If overall evaluation is either 2 or 3, please complete Problem Analysis Sheet.

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Page 25 of 26

OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974OFFICE : OTR/PDS ACCOUNTABLE OFFICER(S): DTR

OBJECTIVE: #8 - Develop a program performance evaluation system to be operative in FY 1975 for the continued evaluation of ongoing OTR programs, to determine if objectives are being met and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

RESOURCES REQUIRED:

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_OVERALL EVALUATION  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
Career Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff	February 22 1974	February 1974
25X1 Language Learning Center; Intelligence Institute	March 21 1974	March 1974
SA/OT; Functional Training Division	March 22 1974	March 1974
Career Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff	March 23 1974	March 1974
	" "	

\*If overall evaluation is either 2 or 7, please complete Problem Analysis Sheet.



(When Filled In)

Page 26 of 26OBJECTIVE AND ACTION PLAN  
FISCAL YEAR 1974OFFICE : OTR/PDSACCOUNTABLE OFFICER(S): DTR

RESOURCES REQUIRED:

OBJECTIVE:: #8 Develop a program performance evaluation system to be operative in FY 1975 for the continued evaluation of ongoing OIR programs, to determine if objectives are being met and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

\$ \_\_\_\_\_  
A.E. \_\_\_\_\_OVERALL EVALUATION:  
(Circle One)STATUS REPORT FOR MONTHS OF: April - June 1974= 6 / 7

MILESTONES	Scheduled Completion Date (Day, Month, Year)	Actual Completion Date (Day, Month, Year)
Language Learning Center; Intelligence Institute	April 25 1974	April 1974
SA/OT; Functional Training	April 26 1974	April 1974
Career Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff	April 27 1974	April 1974
Language Learning Center; Intelligence Institute	May 23 1974	May 1974
SA/OT; Functional Training	May 24 1974	May 1974
Career Training Staff; Chief, Services & Registration Staff; Chief, Plans & Development Staff	May 25 1974	May 1974

\*If overall evaluation is either 4 or 7, please complete Problem Analysis Sheet.

AGENDA

Management Conference - Office of Training

1:30 PM - 4 April 1974

1. Summary review of accomplishments toward achieving FY 1974 objectives:

a. FY 74 Objective -- ahead of schedule:

Objective 3 - Increase professional and substantive expertise and balance on the professional staff OTR yet within a 5% personnel reduction.

Milestone #5 was met 4 days ahead of schedule.

b. FY 74 Objectives -- on schedule:

Objective 1 - Provide training support equivalent to at least that provided in FY 73 [ ] student days) with a reduction in staff personnel.

[ ] student days thru 31 March 1974.

Objective 2 - Examine the training activities of the Office on the basis of cost effectiveness.

Objective 4 - Reduce OTR's personnel and space by 5% in FY 75.

- 1) First 7 milestones have been met on schedule.
- 2) Milestones 8 and 9 are addressed in OTR issue item (2) Space.
- 3) Milestones 13-16 continue in FY 75.

Objective 5 - Determine in FY 74 the extent to which the content of the present information science training program should be revised to support the intelligence information system in CIA and the Community in FY 75.

OTR issue item (1) COMNS Training will address OTR findings.

Objective 6 - Better prepare officers at all career levels to assume supervisory and managerial responsibilities....

Objective 8 - Develop a program performance evaluation system to be operative in FY 75....

Agenda item 3.b. addresses this objective.

Administrative - Internal Use Only

c. FY 74 Objective -- behind schedule:

Objective 7 - Develop prototype training profiles for key categories of personnel in each Directorate and develop an information system, using OTR's computerized training records as a base.

Milestone 2 not met. The action plan for this objective is being restated and the objective will carry over into FY 75.

2. EEO. Status report on OTR's meeting its Office CY 74 EEO Affirmative Action Plan and OTR's responsibilities re the Agency CY 74 Affirmative Action Plan.
3. Suggested topics from OTR:
  - a. Priority and content of new OTR-level objectives.
  - b. Status report on the implementation of an MBO system.
  - c. Additional DCI-level objectives with potential impact on OTR.
4. Issue: DCI objective re MBO training for operating officials and their key managers.

Background: Work has already begun within OTR, CRS, some with OMS and NPIC.

Questions: Have arrangements begun to be worked out with Office of the Comptroller on their role in achieving this objective?

Should the DD/M&S offer this Directorate's operating officials and their key managers (or a selected number of them) as a starting place in FY '74 for implementing this DCI objective? Can  begin the program in FY '74 within the DD/M&S?

STAT

CURRENT OTR-LEVEL OBJECTIVES

- STAT
1. Provide training support equivalent to at least that provided in FY 1973 (estimated [ ] student days) with a reduction of 2.34% in staff personnel from FY 1973.

STAT

Of some interest: we are meeting the projected number of student days [ ] but not the projected number of classes (160). Actual number of classes offered during this reporting period is 131. Indicates larger number of students per class.

2. Examine the training activities of the Office of Training on the basis of cost effectiveness.

C/LLC submitted revised LLC goals and responsibilities to DDTR.

3. Increase professional and substantive expertise and balance on the professional staff of OTR yet within the 5% reduction.

Review conducted by Pers/OTR.

4. Reduce OTR's personnel and space by 5% in FY 75.

Proposed dropping this objective in FY 1975. A new OTR objective will review personnel needs. Note para. 2 of OTR memo to DDM&S Plans for comments on space reduction.

5. Determine in FY 1974 the extent to which the content of the present information science training program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

Briefing for DDM&S Monday, April 1, by C/ISTS indicated extent of required revision of info. science training.

6. Better prepare officers at all career levels (Junior, Middle, and Senior) to assume supervisory and managerial responsibilities, particularly those involving decision-making and execution of policy, via the modification of existing courses or the establishment of new courses.

Progress on FSM and Exec. Conf. is satisfactory. No milestone to report at this conference.

7. Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base.

Impetus of Personnel Development Plans (PDP) and Affirmative Action Plans (AAP) have overtaken OTR's more modest objective for Training Profiles. Working now toward correlating OTR efforts with O/P. This accounts for revised action plans. New DTR objective carries through Cal 1974.

8. Develop a program performance evaluation system to be operative in FY 1975 for the continued evaluation of ongoing OTR programs, to determine if objectives are being met and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

See Topics suggested for discussion, item 2.

Topics Suggested for Discussion

1. Priority and Content of New OTR-Level Objectives

- a. OTR priorities via a handout
- b. An added objective for CTP
- c. Recommendation: Drop the objective for Financial Management Training (received from DEMQS). This objective is most logically a unit level objective within OTR. Progress in this area is routinely reported via the Weekly Report (MBO sessions in CRS, NPIC, DDS&T; ISTP Course for Finance Officers, HEO Training, etc.). Suggest continuing the present reporting pattern and deleting objective from the DD-level list.
- d. If recommendation is approved, there will be 12 DD-level objectives for OTR.

2. Status Report on the Implementation of an MBO System in OTR

Progress has been good. Unit level objectives and effectiveness reviewed by DTR and DDTR with each Unit Chief.

All OTR Units have developed effectiveness areas and objectives.

Plans for extending MBO System to remaining levels are nearly complete. Expect that all members of the office will be "trained" and have effectiveness areas established and objectives stated by the end of May.

Action plans for all objectives through the Unit level in OTR will be complete by the end of April.

3. Additional DCI-Level Objectives with Potential Impact on OTR

[redacted] alerted us to additional objectives. Have not seen them yet.

Issues Relating to Accomplishment of Operational Objectives

STAT

3. HUMINT Training

Have no specifics yet.

1. COINS Training

This problem will be handled separately (Monday, 1 April). No more than a general reference to the problem here.

The specific short-term problems are:

- a. Possibility of overburdened space  says this can be handled -- assuming no conflicts with other units.)
- b. Split (AM & PM) use of terminals. There is a reasonably high probability of down time in the Commo lines. With split use, down time leads directly to access problems. If AM users don't get access, they run into PM users.
- c. Problems resulting from interagency data bases.
  - Security
  - different terminals
  - different languages
  - different file structures
- d. Since this is Community training, it gets attention beyond its significance. Need for good support from Commo, OJCS, and Security.

STAT

2. Space

Not sure of any significant negative impact from failure of ALT move to Chamber of Commerce Building. Point is that a considerable number of man-hours went into planning ALT move. Need for more comprehensive, communicative space planning. Had OTR been in better touch with space planners or vice versa, this waste might have been avoided.

Space for COINS training seems to be on the verge of becoming a problem. OTR's large classrooms are in use slightly more than 55% of the training days available. An examination of classroom scheduling reveals that about 25% of the open time results from partial utilization. (A class ends on Thursday resulting in Friday being counted an "open" day.)



# OTR LEVEL OBJECTIVES

Approved For Release 2008/08/06 : CIA-RDP78-06213A000100060004-3

1. Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence. INNOVATION STRATEGY
2. Develop and install a Management By Objectives system in OTR based on the concept of effectiveness standards or outputs, and develop with the Office of the Comptroller, a training program on MBO for Agency managers by the end of FY 75. ORGANIZATIONAL DEVELOPMENT INNOVATION
3. Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes. EVALUATION
4. Examine the training activities of the Office of Training on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76. EVALUATION
5. Establish a Media Center in the Headquarters Building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program, the University of Maryland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related programs. INNOVATION IMPACT
6. Design, in FY 75, and implement, by the end of FY 76, plans to increase the effectiveness and efficiency of the teaching and testing of foreign language skills. EVALUATION INNOVATION
7. By the end of FY 75, establish a systematic plan for collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status. COVERAGE FORECASTING
8. Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required. COVERAGE FORECASTING EVALUATION
9. By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long-range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements. ORGANIZATIONAL DEVELOPMENT
10. Complete by the end of CY 74 training profiles for the major career paths in each Directorate. COVERAGE FORECASTING
11.  25X1 ORGANIZATIONAL DEVELOPMENT
12. By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the  EVALUATION STAT
13. By the end of FY 75, in conjunction with the Office of Finance, develop tutorial services and formal courses of instruction in  INNOVATION ORGANIZATIONAL DEVELOPMENT